DOCUMENT RESUME

ED 304 144 IR 052 646

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TITLE The Landscape of Leadership.
PUB DATE 10 Jul 88
NOTE 13p.; Paper presented at the Library Administration and Management Association President's Program at the Annual Convention of the American Library Association (New Orleans, LA, July 10, 1988).
PUB TYPE Guides - General (050) -- Viewpoints (120) -- Speeches/Conference Papers (150)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS Guidelines; *Interpersonal Communication; *Leadership Qualities; Librarians; *Listening Habits; *Nonverbal Communication; *Personality Traits

ABSTRACT

This examination of the nature of leadership identifies communication as one of the most important elements of leadership, and discusses the 16 basic and 32 mixed types of personalities with whom leaders interact. The communication styles of individuals with each of these temperament styles are also discussed. The importance of effective listening and proper use of the nonverbal climate or body language is considered and ways of using these techniques to advantage with different personality styles are suggested. The paper concludes with several recommendations for mastering these communication skills. (8 references) (MES)

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THE LANDSCAPE OF LEADERSHIP

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July 10, 1988

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The Landscape of Leadership

If one is to lead, one must lead through something to something else. Any discussion of leadership cannot ignore these two realities, and most of us are fairly certain about our "tos" or our goals. We are probably much less certain about the "through", or the landscape through which we travel as we attempt to lead. I shall offer a description of the landscape as I perceive it - - - a description offered as the beginning of an inquiry. Most certainly it is not the total answer.

As professionals, and as scholars, we talk about our collegiality and our "peerness". Most of us work in institutions that are predominantly democratic, in a society that is a democracy. We attempt to live by a code that stresses equality; yet we seek leaders who can emerge, excel, serve as models, and motivate others. We face a dilemna Alexis De Tocqueville described when he looked at the America of the 1890's and saw much the same landscape we work in today.

> When the conditions of men are almost equal, they do not easily allow themselves to be persuaded by one another. As they all live in close intercourse, as they have learned the same things together, and as they lead the same life, they are not naturally disposed to take one of themselves for a guide and to follow him implicitly. Men seldom take the opinion of their equal or of a man like themselves upon trust. (1)

If one goes to the literature of management for models which will help us lead the human, social beings which people our landscape, there are three commonly known descriptive models available to us: organizational, industrial engineering, and behavioral

science. They are summarized and critiqued by Frederick Herzberg in his article, "One More Time: How Do You Motivate Employees?". (2) The "eternal triangle" of personnel management models which Herzberg discusses are tools with which we try to lead our professionals, our clerical staff, and our volunteers. He distinguishes between two key terms "motivation" and "movement". Careless use of the eternal triangle can lead to a great deal of movement, but little true motivation. Herzberg maintains that "motivation encompasses passion; movement is sterile". (3) He shows how each of these personnel theories has succeeded and failed, and discusses some of the successes of job enrichment and how to accomplish these through motivating when feelings are not excluded.

If motivation is generating enthusiasm, how does one best do that? How does one focus feeling and attention on a goal? Another answer comes to us from the 19th century. Ralph Waldo Emerson, discussing the power of art said that the power of the orator, the artist, and the leader depends upon the depth of the artist's insight of that object he contemplates.

> It is the habit of certain minds to give an all-excluding fullness to the object, the thought, the word they alight upon, and to make that for the time the deputy of the world. These are the artists, the orators, the leaders of society. The power to detach and to magnify by detaching is the essence of rhetoric in the hands of the orator and the poet. (4)

Our object of contemplation is behavior in the workplace - - - human behavior in the workplace. Taking a cue from Erving

Goffman, I shall investigate the people in our landscape as they communicate with two kinds of communication: expressions given and expressions given off. I shall focus on what Goffman has called the "more theatrical and contextual kind" of communication, the "nonverbal, presumably unintentional kind" of expression that can help us understand those whom we would lead. (5)

One of the most important elements of leadership is communication. Most individuals accept communication as basic and simple, an activity in which we are all engaged throughout our lives, even before we are born until the moment of our death. However, communication is probably one of the most difficult, misused, and misunderstood activities in which we engage. Differences in personality types and experiences create barriers which interfere with the messages which pass from the sender to the receiver.

The invention of the Myers-Briggs Type Indicator made it possible for us to learn about the various temperament styles of the individuals with whom we are interacting. It was found that there are 16 basic types and 32 mixed types of personalities. The four pairs which make up these types are:

E (extraversion)	I (introversion)
S (sensing)	N (intuitive)
T (thinking)	F (feeling)
P (perceiving)	J (judging)

Each one of these type preferences will have a basic attitude or behavior pattern and tends frequently to use words or phrases

indicative of this type of preference.

Let us examine briefly each of the types and the vocabulary one expects this type of individual to use.

E: Extravert. This type of person is thought of as having considerable energy, being social, and frequently engaged in lively conversation. Typical words used include: extensive, very, much, interaction, multiple, action.

I: Introvert. This type of person is more territorial, private, mediatative, and less energetic. Typical words used include: concentration, limited, internal, intense, conservative.

S: Sensing. This type of person is the practical individual. Typical words used include: sensible, actual, realistic, facts.

N: Intuitive. This type of person is usually thought to be an innovator. Typical words used include: inspiration, imagination, possible, fascinating.

T: Thinking. This type of person appears as objective and impersonal. Typical words used include: analysis, firm, policy, standards.

F: Feeling. This type of person is thought of as emotional and sensitive. Typical words used include: humane, sympathy, soft,

harmony.

P: Perceiving. This type of person is considered as flexible. Typical words used include: adaptable, tentative, wait, open.

J: Judging. This type of individual is thought of as decisive. Typical words used include: settled, planned, urgent, decided. (6)

There are words which project feelings that both the sender and receiver should notice that help to identify the true message. These words express feelings such as anger, fear, inadequacy, love, happiness, caring, adequacy, (annoyed, embarrassed, powerless, amiable, pleased, kind, secure). (7)

Communication styles of individuals center around four types of indicators: SP, SJ, NT, and NF. Communication characteristics of these temperaments are:

SP - ease in verbalizing; commendation.

SJ - theme of caution; thoroughness.

NT - assumption of understanding; technical and terse.

NF - caring and optomistic; enthusiasm. (8)

A leader may come from any of the temperament styles. What is mandatory is for the leader to know him/herself and to be able to recognize the type(s) of the individual with whom he/she is interacting. The primary job of the leader then becomes the understanding and appreciation of the style of the individual and

communicating both verbally and nonverbally in a manner which will achieve the results one wishes to obtain.

How does a leader employ the information about types to achieve this optimal communication? How does one articulate visions and values as well as facts; to influence; to motivate toward goals; to exercise power; to engage in controversy; to reach both the individual as well as a heterogenous constituency?

To accomplish leadership there are still two more important elements of this landscape which must be employed: listening and the proper use of the nonverbal climate.

Listening is an art frequently neglected and sometimes confused with hearing. The components of effective listening are:

1. A true intention to listen
2. Concentration on the sender's message
3. Control of your emotions
4. Checking for understanding only when invited to do so and in a constructive manner

One can listen in each of the styles (S, N, T, F) employing the best traits of each. Flavil R. Yeakley, summarizing his research in psychological type communication, succinctly describes the ways as follows:

"... the sensing style means interpreting at a very practical level and asking such questions as:

What is the speaker saying?
How should the words be decoded?
How should the message be perceived?

"... the intuitive style means understanding at a much deeper level and asking such questions as:

What does the speaker really mean?
What are the assumptions underlying the message?
What are the implications of the message?
What are the possibilities suggested by the message?

"... the thinking style means analyzing and organizing while asking such questions as:

What is the structure of the message?
What is the central idea?
What are the main points?
What are the sub-points?
How are the various points related?
Is there adequate evidence to justify each claim?
Is the reasoning logical?
Are the claims true or false?

"... the feeling style means evaluating and appreciating while asking such questions as:

What values are suggested by the message?
Should these value be accepted or rejected?
How do I feel about the message?
How do I feel about the speaker? (9)

In summary, it becomes obvious that each personality type has its own language and listening style. Mismatches result in impaired communication. To be understood well on a one to one basis, both the sender and receiver must be using the same communication style.

Try testing yourself. Audio tape record a presentation for a particular personality type and ask someone you know who is that

type to summarize what you have said. What is the result? Did you make your message clear for that person?

The last element of our landscape is the nonverbal climate, better known in the literature as "body language". One must pay attention to what both you as sender and the receiver are saying by the cues/signals given off by gestures and body positioning.

To present a positive, friendly, supportive climate, use these techniques:

Body

establish a comfortable distance
be relaxed
lean forward
copy the receiver's body movements
keep your posture as open as possible

Head

tilt your head forward or to the side
turn your face toward the receiver
make eye contact, but don't stare longer than a few seconds
nod your head vertically (if appropriate as affirmation for the receiver)
use facial expressions which indicate involvement and responsiveness

Arms

hold your palms up
keep your arms loose at your side
keep your fingers still
touch the receiver if appropriate

Legs

if you cross your legs, cross toward receiver
use natural gestures for you

Feet

if standing, place your feet as parallel as possible (inward indicates subordination)
stand relatively still

Voice

make your vocal tone and speed of delivery as soft, low pitched and slow as is comfortable

The opposites of these techniques will tend to create a defensive climate; one which indicates that you may not be listening with acceptance and empathy, or at all. Deliberate use of negative techniques will quickly alert the receiver to a "I can't be bothered with you!" message.

No leader is perfect and will not be successful in sending or receiving the correct message every time. What is vital is to be able to recognize the failures and to adjust the situation as quickly and adroitly as possible. (10)

Few leaders reach historical stature. There are many fine leaders on a less famous scale whom each of us has known or will know. Many of these individuals have a "code" through which they lead. I have hafd the pleasure of working for an administrator whose leadership on the local scale is superb and who has such a "code" - Howard G. Schaller, our executive dean and director of our Center on Philanthropy. He is a person who uses all of the communication skills to near perfection while living and administrating by and through three points.

THERE IS NEVER A CRISIS

BE YOUR OWN SCORE KEEPER

NEVER TIRE Of DOING GOOD

Mastery of the three components of the leadership landscape is not innate. One arrives at this mastery by:

1. Learning to know yourself and your "type"
2. Learning to know those with whom you interact and each's type
3. Developing excellent listening skills
4. Making use of the appropriate nonverbal climate
5. Making a conscious effort to adapt yourself to reach the receiver
6. Using all of this knowledge with HONESTY to establish TRUST

FOOTNOTES

1. Alexis de Tocqueville, Democracy in America, V.2 (New York: Alfred A. Knopf, 1966) 354-355.

2. Frederick Herzberg, "One More Time: How Do You Motivate Employees?" Harvard Business Review 65(September/October 1987): 109-120.

3. Ibid., 120.

4. Ralph Waldo Emerson, Essays: First Series, V.2, The Complete Works of Ralph Waldo Emerson (New York: AMS Press, 1968) 354-355.

5. Erving Goffman, The Presentation of Self in Everyday Life (Woodstock, New York: Overlook Press, 1973) 4.

6. David Keirsey and Marilyn Bates, Please Understand Me: An Essay on Temperament Styles (Del Mar: Prometheus Nemesis Books, 1978) 13.

7. Andrew D. Wolvin and Carolyn Gwynn Coakley, Listening, 2d ed. (Dubuque: Wm. C. Brown, 1985) 217-219.

8. Keirsey and Bates, 131-153.

9. Flavil R. Yeakley, Jr., "Implications of "Communication Style Research for Psychological Type Theory," Research in Psychological Type, 6(1983): 22-23.

10. For an excellent summary of the elements of leadership and for thought-provoking background reading, see John W. Gardner's Leadership Papers, Nos. 1-8 (Washington: Independent Sector, 1986-1987). The National Institute of Business Management's Personal Report for the Executive is a semimonthly publication which offers continuing, helpful reminders about interpreting behavioral clues and listening well. The Gardner papers and the Personal Report were helpful to me in this project and continue to help in my work as an administrator.